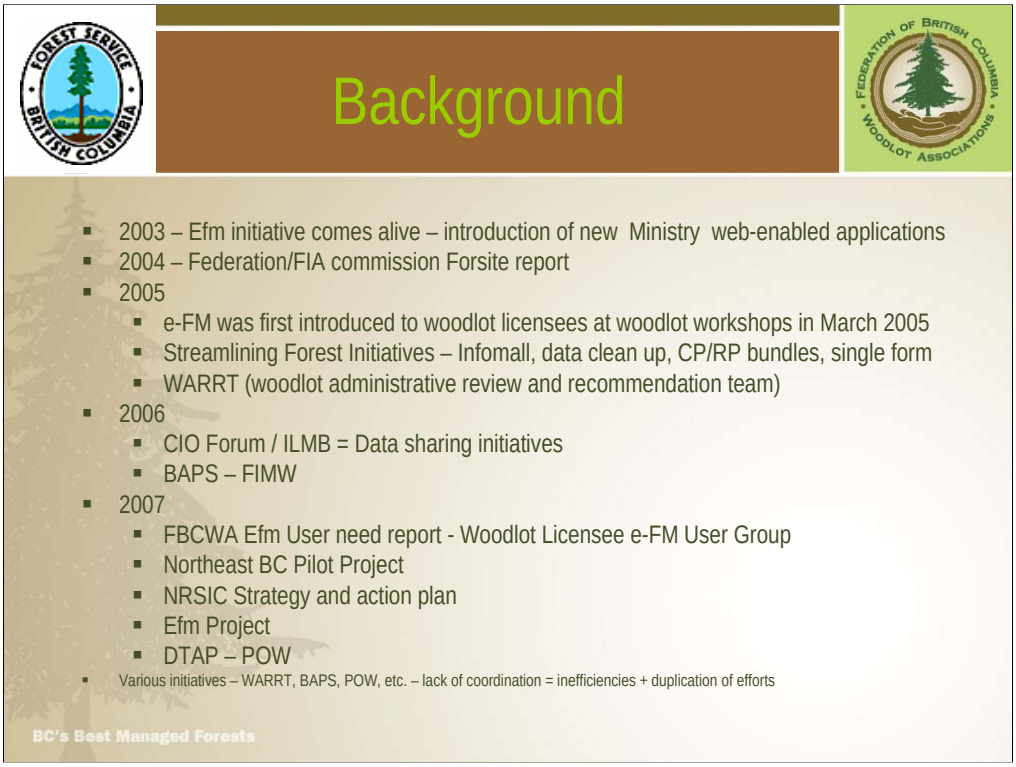
Thank you for this opportunity to provide an update on the woodlot efm project before the conclusion of my temporary assignment on June 30. It's been quite an experience and journey over the past 6 months.

So, first just want to outline the objectives of this presentation

READ slide

We've covered a lot of ground since January and could actually spend a whole day to review what we've done. So the presentation will be at least one hour. We ask that you hold all questions to the end. You've all received handouts – please feel free to jot them down as we go since we have the rest of the afternoon for discussion.

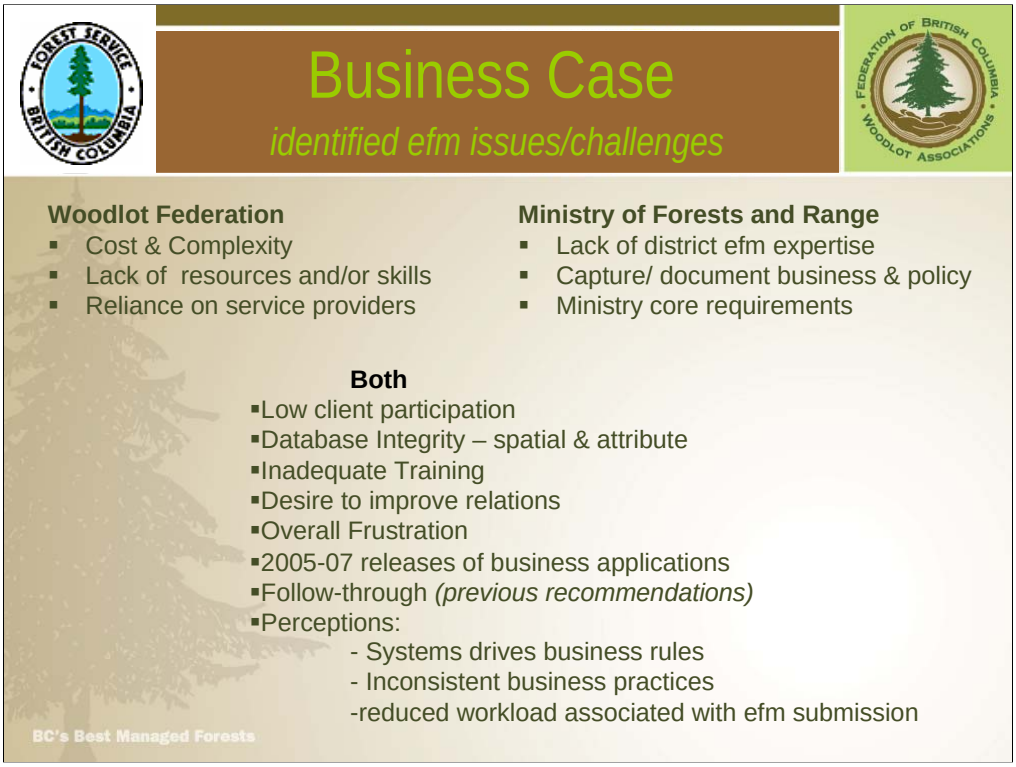
Since you have copies in front of you, I'm not going to go through the first few slides in detail. For instance, this overview simply outlines what we'll be covering in the next hour or so.



Go over 2003-2005

Since 2006, several important initiatives have begun with the aim of improving our systems (both business and applications). Some like the Chief Information Officer forum have led to improved data sharing – for instance, woodlot licensees can now purchase orthophotos at a reasonable rate and have full access to TRIM data in the LRDW. Many of the others are defining different business needs and data requirements. This project is one of those with a strict focus on woodlots.

Streamlining = Info Mall, consolidate spatial info in LRDW, one form for all applications, data clean up, activity notification



So, why should woodlots get their own dedicated efm project?

Well, Woodlot Federation members were concerned about cost & complexity, lack of resources & skills, and having to rely on service providers while woodlot MFR staff were feeling lost and confused with how our business and systems should work. Both parties were frustrated due to inadequate training, new releases of application, lack of implementation of previous recommendations, and poor woodlot data in our two main systems, FTA & RESULTS. Because of these factors, there's been very low client participation which has led to some false perceptions, including: READ bottom of SLIDE

In an attempt to address some of those concerns and improve relations between all sides, the efm project team was created.

Our Team

Left to right: Dave Haley, Jacques Bousquet, Doug Stewart, Stephanie Mooney, Tom Bradley, Gord Wall, Coleen MacLean-Marlow, Susan Prosser

BC's Best Managed Forests

For those who don't know, Dave Haley, is Woodlot Forester at Resource Tenures and Engineering Branch (RTEB); Jacques Bousquet is Timber Tenures Forester and Project Manager for several other initiatives out of RTEB; Doug Stewart is Acting Manager, Operations Policy from Operations Division – took over from Peter Wyatt; Stephanie Mooney, that's me, Woodlot Forester from Central Cariboo Forest District on temporary assignment as project coordinator/lead of this project; Tom Bradley, Woodlot licensee, Association president and self-proclaimed computer geek from Arrow Boundary District – he's been in Scotland since May so is not here with us today; Gord Wall is Tenures Supervisor out of Quesnel Forest District and was part of the original efm delivery team; Coleen MacLean-Marlow is manager of W1611 on Quadra Island as well as a consultant doing woodlot submissions and is the Federation's key representative on many of the various government efm related initiatives; and Susan Prosser, who was charged with getting this project off the ground is Acting Manager, Forests Operations Solutions representing the Information Management Group – she was unable to be here today due to personal matters but will join us by phone for the discussion.

Some work had been started before I was brought onboard including the purpose and deliverables. My understanding is that Susan worked with the original team members to develop a project charter after attending a Joint Working Group meeting where the key ideas were generated.

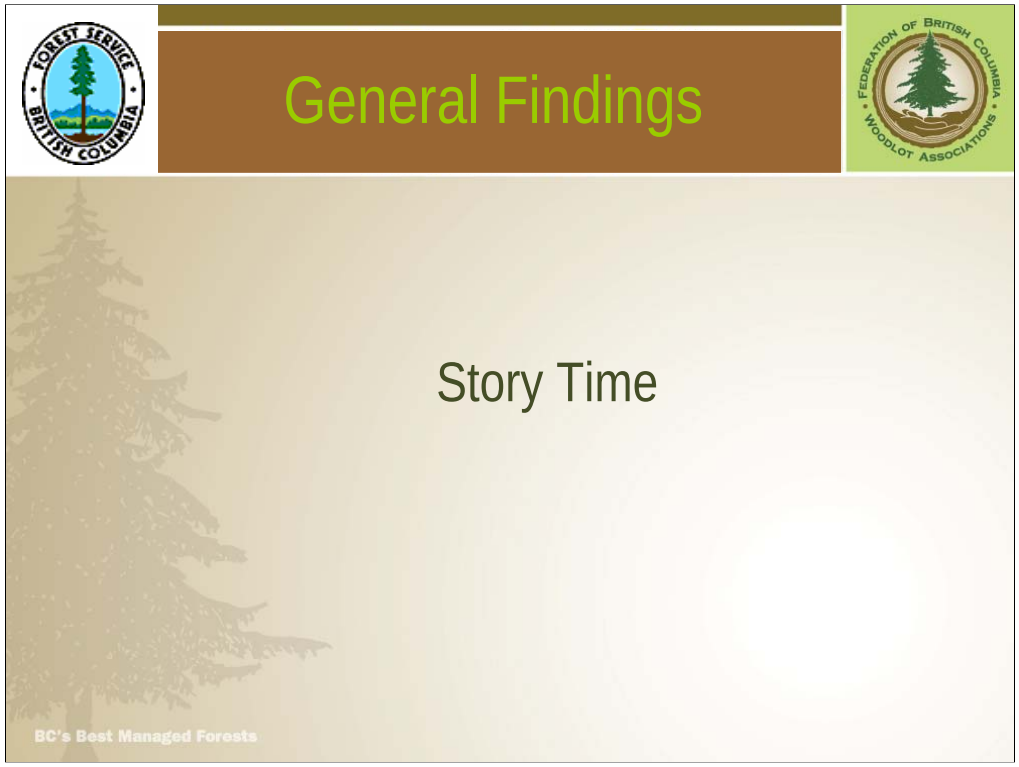
READ slide – emphasize "if implemented"

Now the key to this purpose are the words "if the plan is implemented". Without implementation of some of our key recommendations, significant changes will not occur. Despite this fact, we do believe we've created a few tools that will hopefully help licensees and district staff to have a better understanding of the current requirements.

Our main focus for this project was without a doubt the Research. At least 80% of our time was spent talking with the business and systems experts for FTA, RESULTS, ECAS, WASTE, BCeid, HBS, VRIMS, LRDW, CIMS, and SCS. I'd like to pause for a moment to thank and acknowledge those experts in attendance – John Gallimore, Information Management Group RESULTS; Caroline MacLeod, Forest Practices Branch RESULTS; John Wai, Revenue WASTE; and Dona Stapley, Resource Tenures and Engineering Branch, FTA/EFS. With your help we were able to make great progress – so thank you.

Following the interviews and demos of the various applications, we began to map out the various business process maps. Once drafted, these maps were shared with a broad group of 60 individuals representing MFR, licensees, consultants, and service providers. Based on responses received, our own knowledge, and problems encountered while doing & reviewing the maps, we identified several inconsistencies, issues, and perceived duplications. Taking all of these into consideration, along with comments and experiences, we developed 130 recommendations which we categorized into short, mid & long term before asking our broad group for their priorities. Determining the top 10 short, top 5 mid, and top 3 long was just done last week.

As part of our deliverables, we've produced 15 detailed business process maps, identified over 50 issues, 50 inconsistencies, and over 20 perceived duplications. We've also identified that many problems could be overcome with proper training in all systems for both MFR and licensees and that keeping the business process maps updated could serve as part of our knowledge transfer process as individuals move onto other jobs, other interests, or simply die.



I had wanted to write an analogy story sparked by one of Jacques' comments in Williams Lake, however I ran out of time to put it all together. The gist is that Frank inherits a heritage house with twelve rooms. He first has to figure out which key of the 15 he was given opens the front door. Next, he discovers there's stairs leading up to each of the 12 rooms and he requires a key for each --- some keys don't even work. Once he gets in, he discovers hoards of antiques but doesn't know which ones are of value and which can be thrown out. He talks to some experts but they all have different opinions. He then wants to do some renovations because his wife is in a wheelchair and, of course, the stairs just won't work for her. He tries to start the renovations himself but can't find any of the house's original blueprints so he decides it's not worth the hassle and sells the house.

This story is meant to represent the woodlot situation and this project with a key difference being – we didn't want to sell so we built our own blueprints – the business process maps you see posted to the walls.

So like Frank, we were feeling quite disappointed and overwhelmed with the amount of poor or lack of data we have for woodlots. Despite several data clean up projects, woodlots always seem to be pushed to the bottom of the pile and the problem continues to grow. Further complicating our situation, is the reluctance to change due in part to the unprecedented rate of change experience in the last 12 years:

1995 - Introduction of Forest Practices Code of BC Act and associated regulation (Woodlot Licence Forest Management Regulation)

1998 to present - Mountain Pine Beetle (severely affecting approximately 250 woodlots)

Especially 2003

2003 - Introduction of Forest and Range Practices Act and associated regulation (Woodlot Licence Planning and Practices Regulation)

2003 – Ministry downsizing (loss of staff, districts and regions)

2003 - Changes to Cutting Permit term

2003-2005 - Implementation of e Business for all aspects of approvals, appraisals and record keeping

2005 - Softwood Lumber Agreement and associated loss of flexibility

We certainly haven't helped to promote the efm change in a positive light. Licensees and staff see the applications as safety security boxes to which they don't have access. We still can't retrieve meaningful data from the various applications, without asking for ad hoc reports. Although improving reports is a new recommendation, many of our others have been repeated in several reports including:

SHOW AS NAME – Vera Sit's Are We Ready?, Woodlot efm User Needs, Streamlining Project, Forsite Report, WARRT. Again, a lack of implementation is forcing us to repeat history, over and over and over again.

Despite these disappointments, we did have some interesting findings.

1. The business rules drive the systems not the other way around.
2. Huge amount of info required as evidenced by the BP maps
3. by being more standardized in look and feel
4. The systems can't change until we address the business inconsistencies existing between (all of above plus instructions) due to previous streamlining efforts made in woodlot regs (both Code & FRPA)
5. Besides lack of reports, there were only a few "system only" inconsistencies such as RESULTS stocking standards not set up for woodlots; VRIMS updating only if FC is submitted to RESULTS through ESF; and CIMS not even available on any website
6. On both sides of the fence
7. Including the fact that each system/application has it's own access requirements and portal

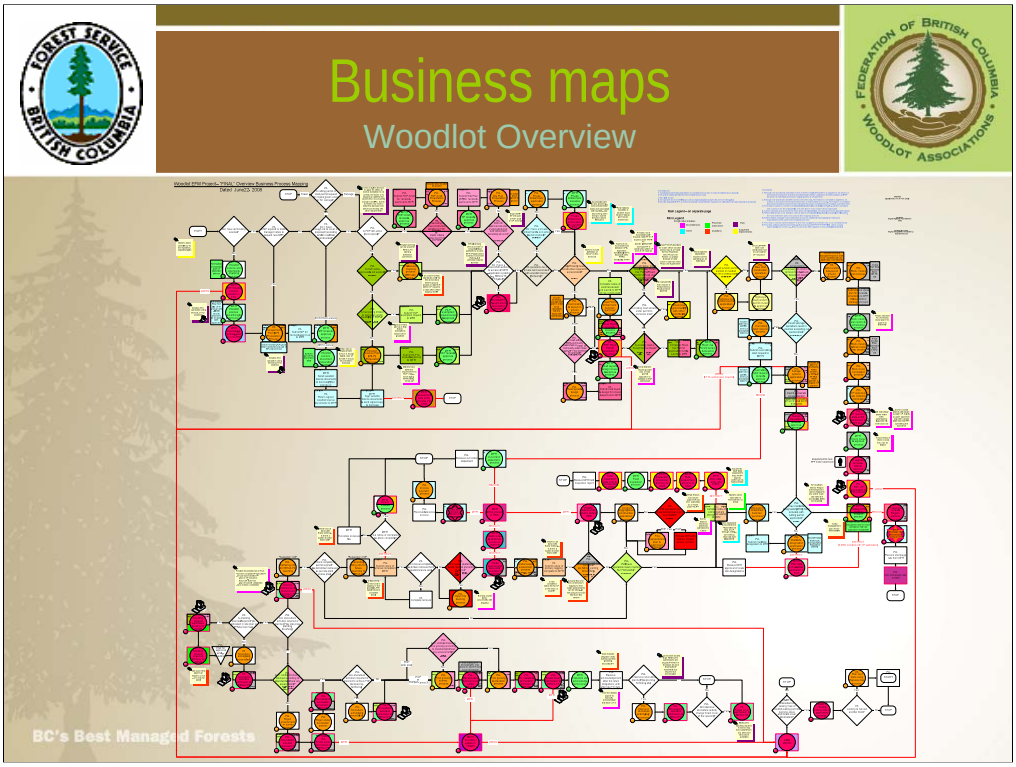
Some of our findings also took us quite by surprise including that

1. Ezlink is actually easy to use and does provide a one portal solution --- you can do a CP, RP, RESULTS, WASTE & even NOCs
2. Numerous other initiatives == unmask flipchart – have them listed here for those who are interested afterwards
3. More discussion around this at the end when Coleen and Dona can fill us in
4. And probably the biggest surprise was just READ LAST BULLET ---- districts believed branches work completely in silos, branches thought districts simply don't follow their direction (doing own thing), IMG felt Federation was whining without cause and the Federation was blaming the systems for all of their troubles.

We, on the team, now all realize that each of these perceptions is quite incorrect.

Although not listed here as a product, one of our most significant accomplishments has been this better understanding between all parties which will hopefully continue to help develop a more cooperative relationship between the Federation and MFR.

Our main products, BP maps and Cheat sheets, will hopefully be useful as tools to help licensees in the short term and the listings of issues, recommendations, perceived duplications, inconsistencies, as well as, the BP maps will serve as road maps to help MFR with future changes.

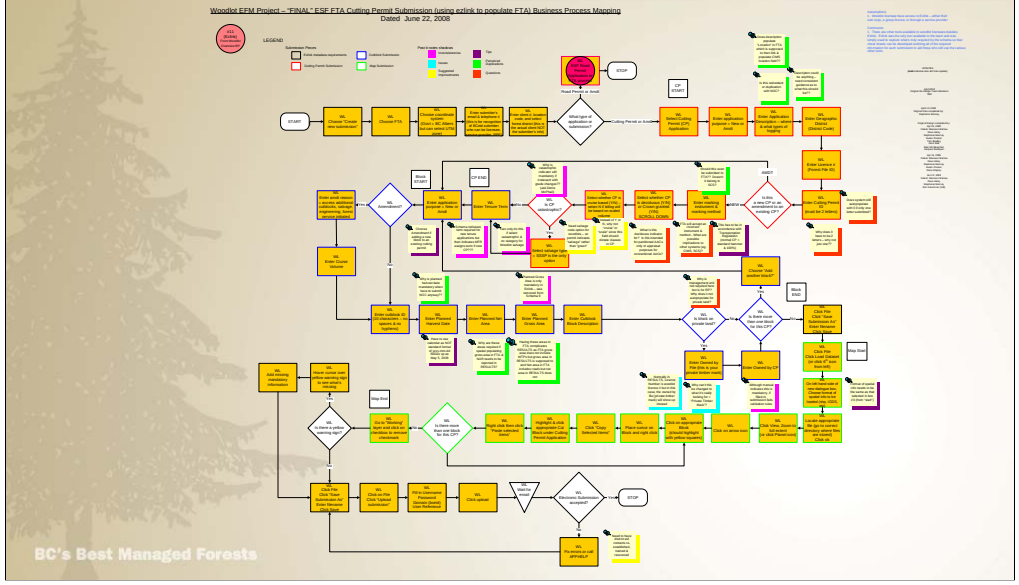


The next 13 slides showcase the amount of information being requested as depicted by the bp maps. We won't be going over these in detail – they're more of a visual reality check. I do want to quickly point out a few key features before moving on.

First – Assumptions and comments are critical to read before using these flowcharts. This overview has different colored boxes for each e-system and/or piece of legislation, reg, etc – check the legend for details. The circles are other processes --- green is non-efm MFR, orange is non-efm Woodlot licensee, and red is efm requirements. Each red circle with a computer beside it, represents those efm processes for woodlot licensees while all others are MFR processes. All woodlot efm processes have been mapped out but 2 – scale returns and SPAR as they were not seen as critical. The background color of the rectangles match the colors used in the detailed bp maps for easy recognition (for instance, FTA is yellow on this overview – if you look at the FTA maps, all boxes are yellow). And finally, the post-it notes are all color-coordinated as well: blue = issue; pink = inconsistency; green = perceived duplication; orange = questions; yellow = suggested improvement; purple = tips

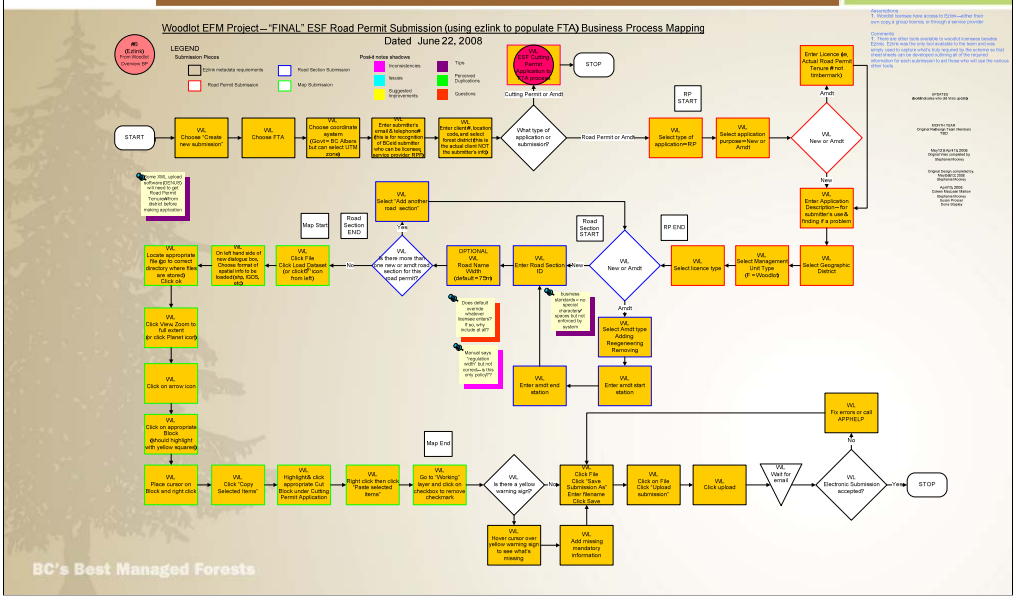
Business maps

CP Submission to FTA



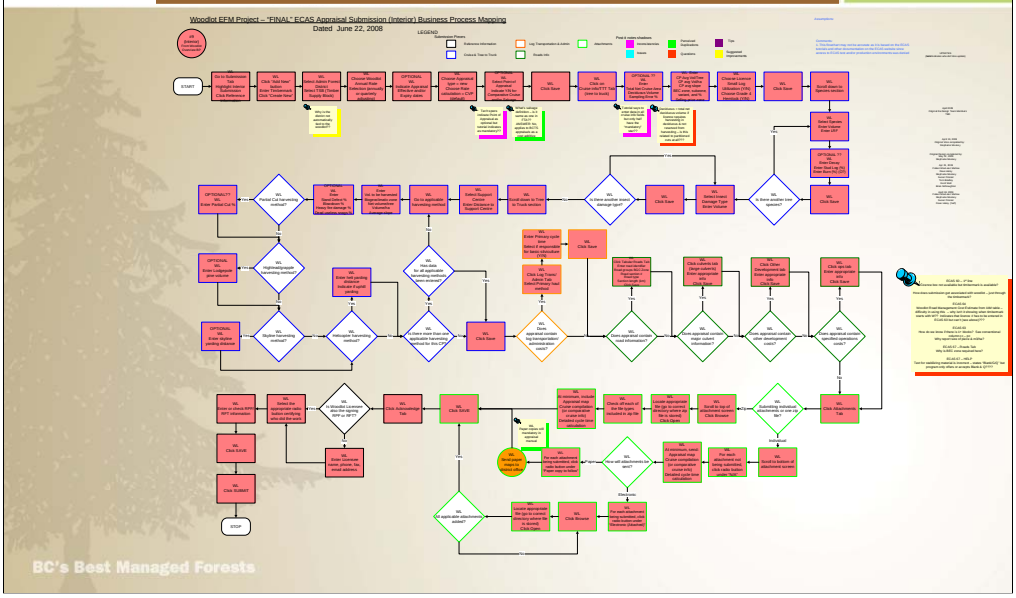
Business maps

RP Submission to FTA



Business maps

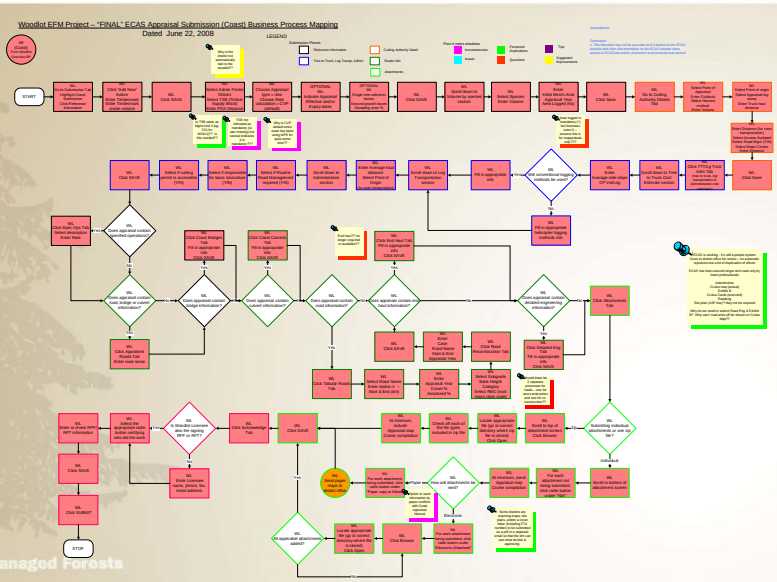
Interior ECAS Submission



BC's Best Managed Forests

Business maps

Coast ECAS Submission


Woodlot EFM Project – "FINAL" ECAS Appraisal Submission (Coast) Business Process Mapping
Dated June 22, 2008
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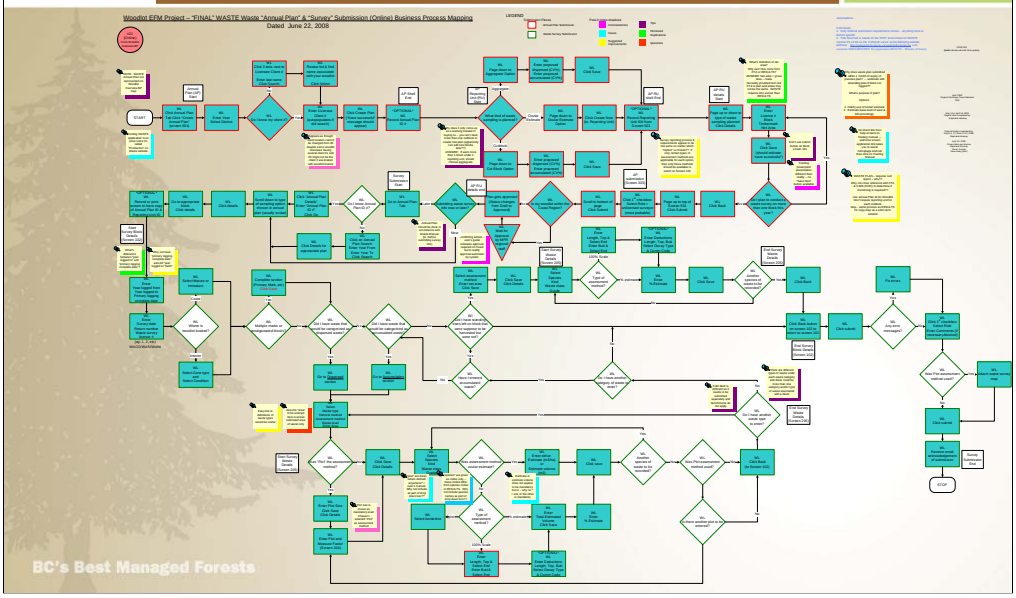
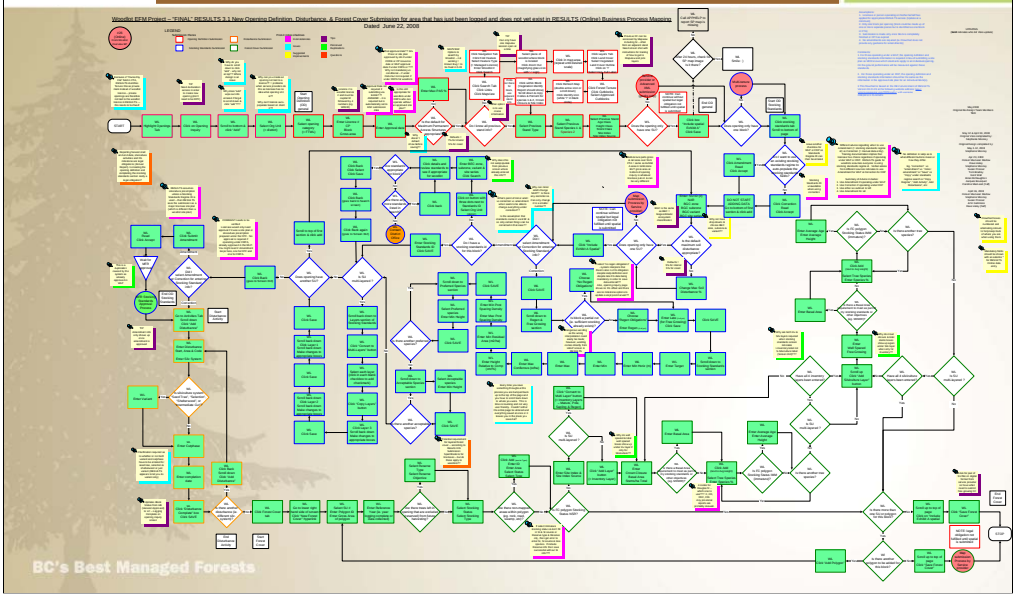
Business maps

WASTE Submission



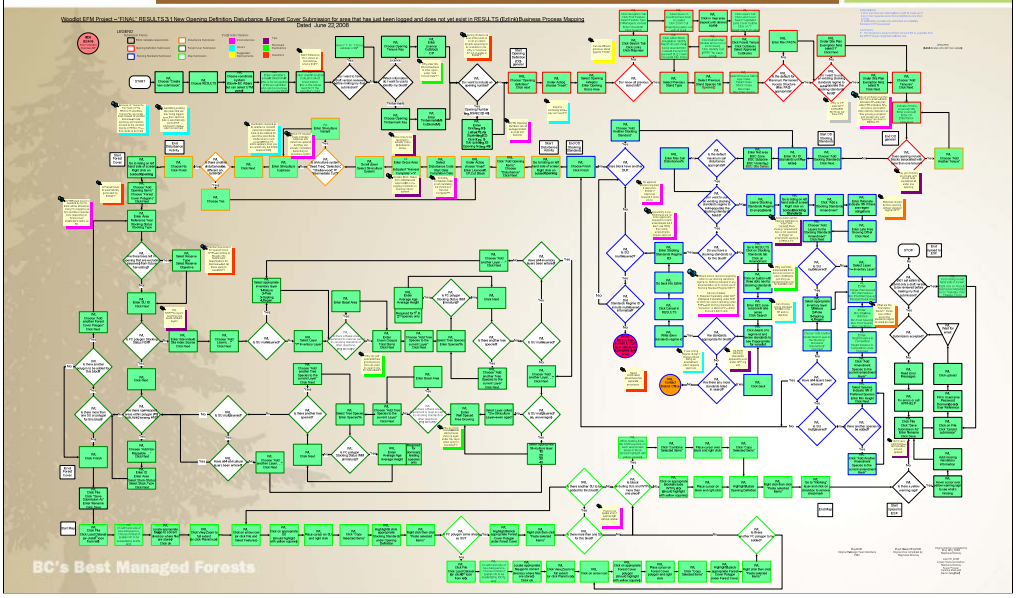
Business maps

RESULTS Online post-harvest Submission



Business maps

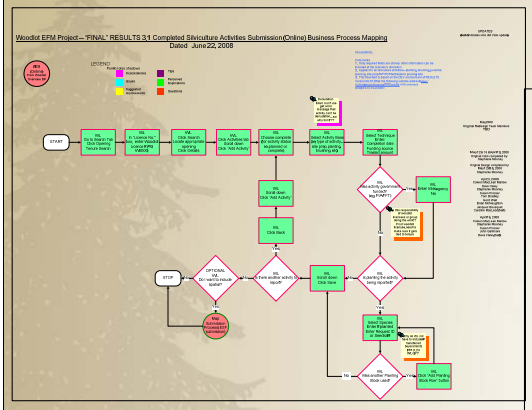
RESULTS Ezlink post-harvest Submission



Business maps

RESULTS Silv. Activity Submission

Online



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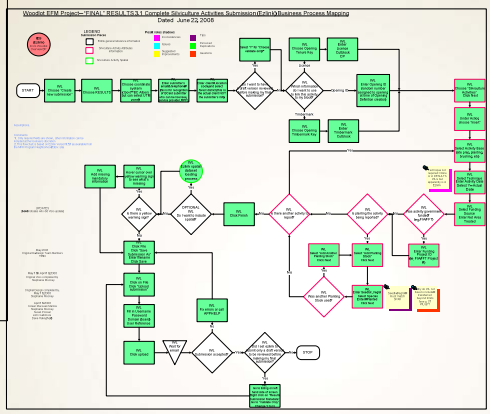
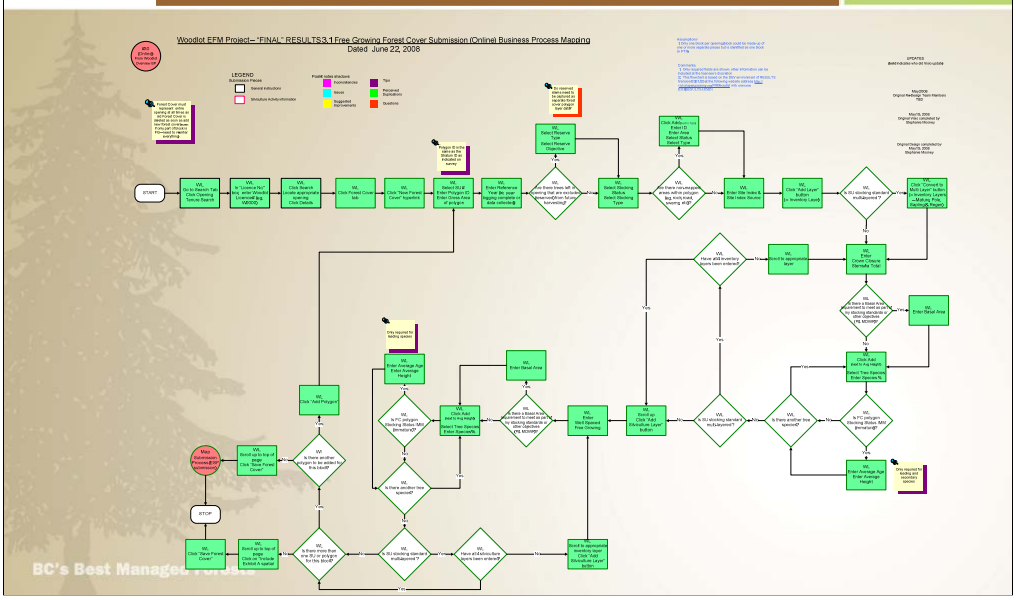


Business maps

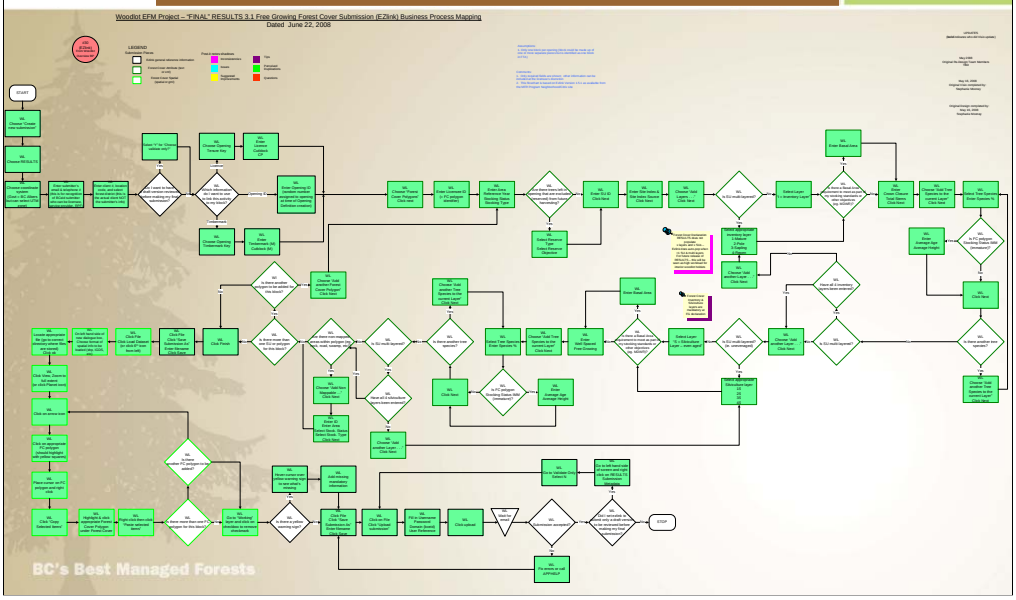
RESULTS FG FC Online Submission



BC's Best Managed Woodlots

Business maps

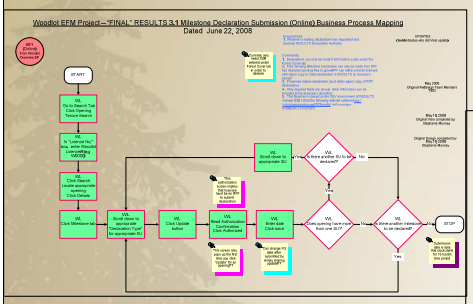
RESULTS FG FC Ezlink Submission



Business maps

RESULTS Milestone Declaration Submission

Online



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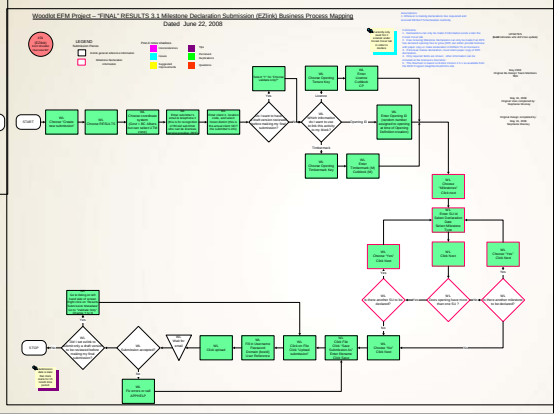
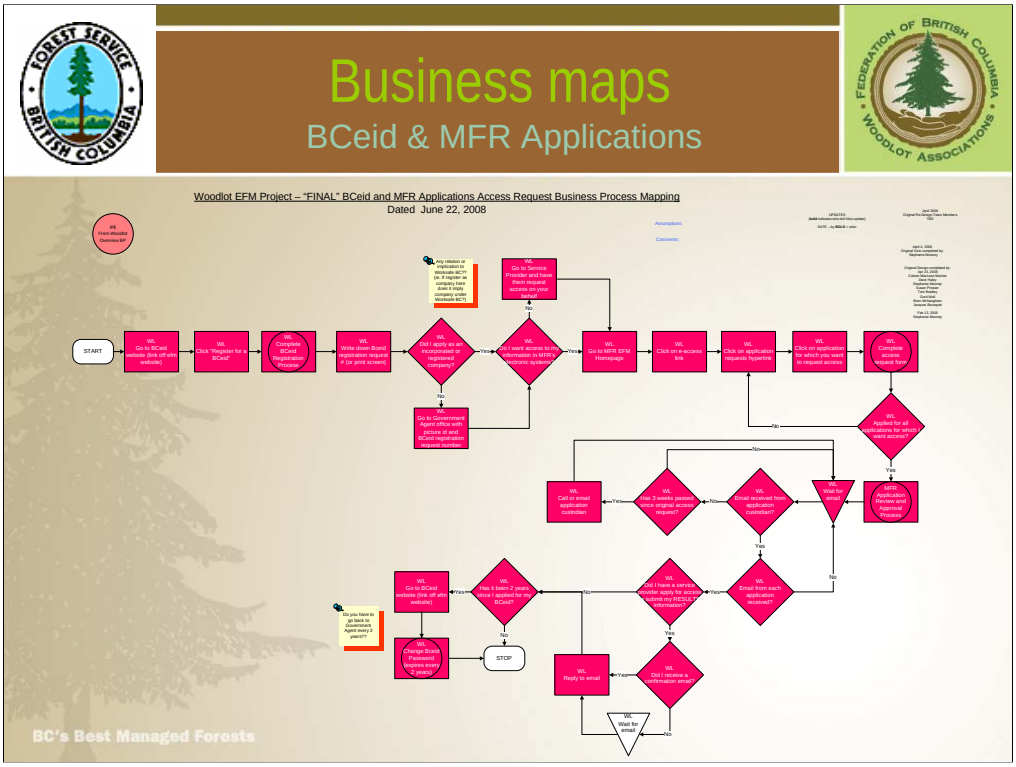
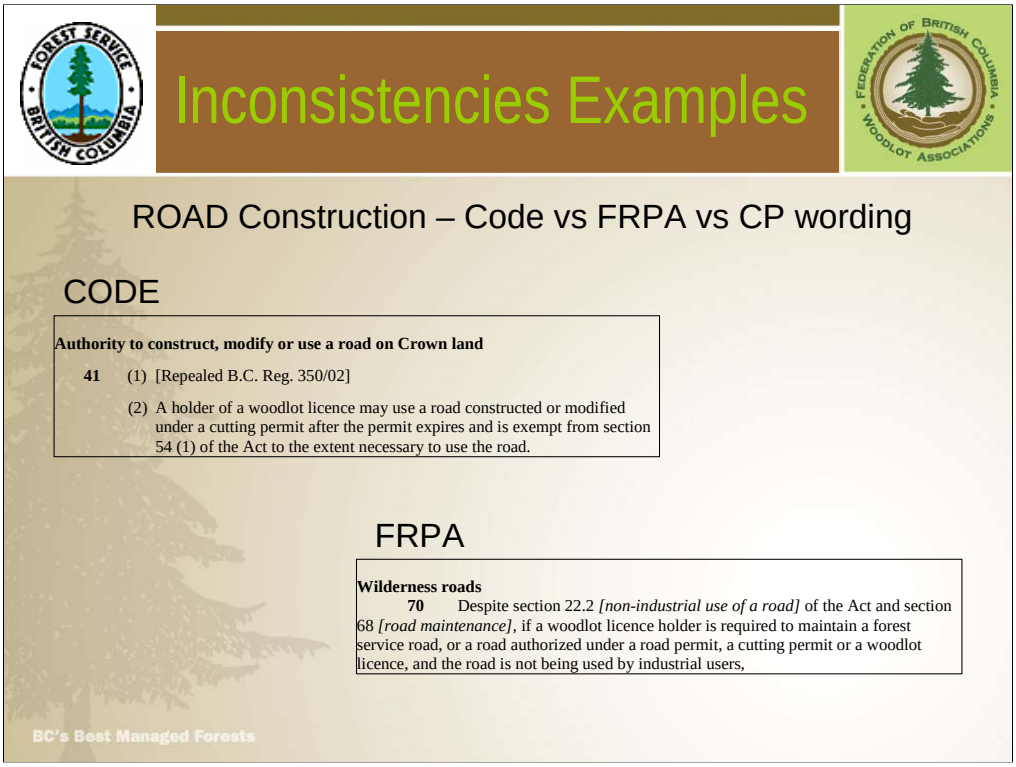


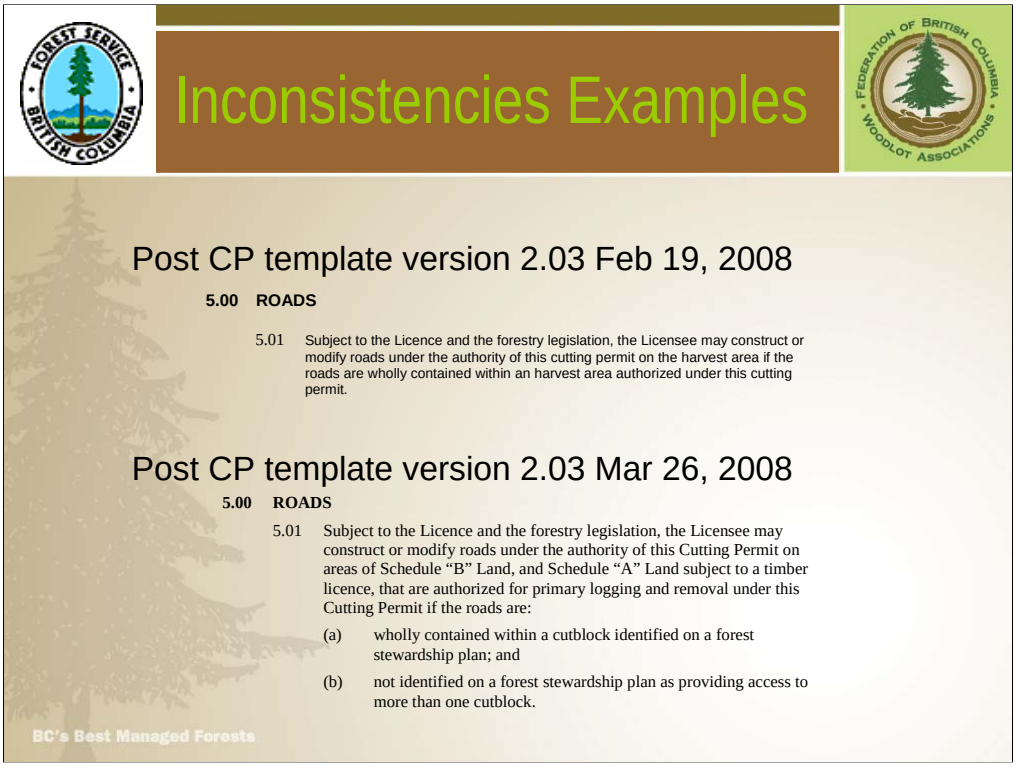
BC's Best Managed Forests



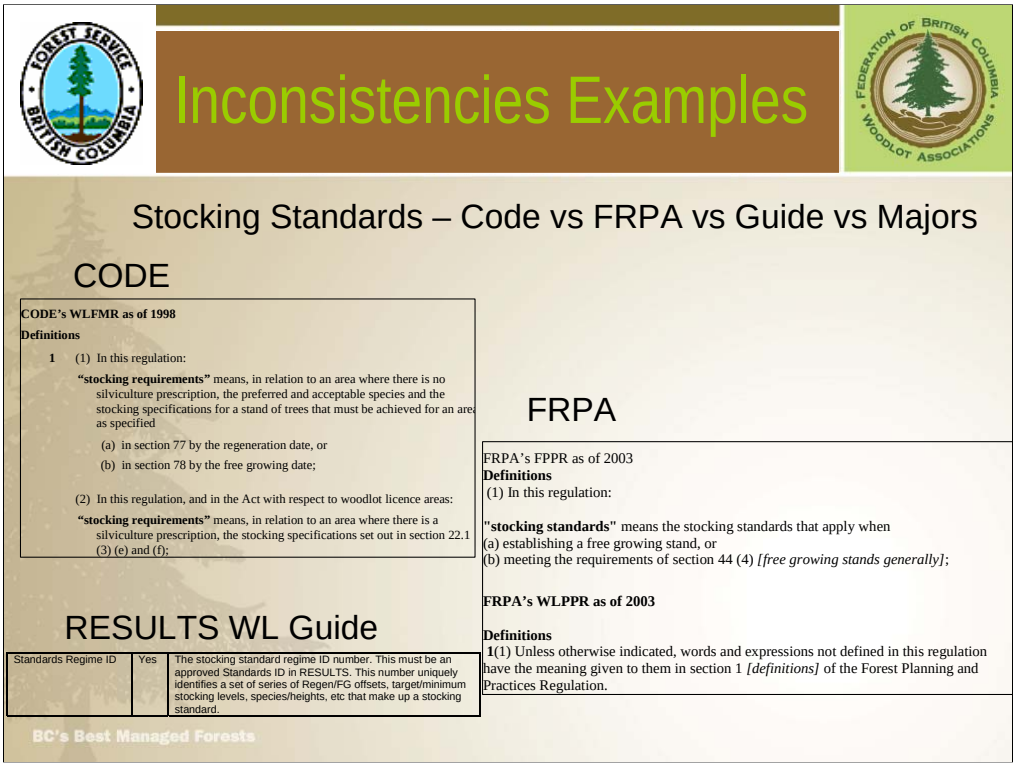
This business process map represent what each of the others could have looked like, if we hadn't gone to the level of detail we did. The devil is always in the details and this particular map really requires further work – especially sine it's the first point of contact for licensees. If we can make this process more understandable and preferably more streamlined, we may be able to eliminate turning off those who have yet to experience the efm world.



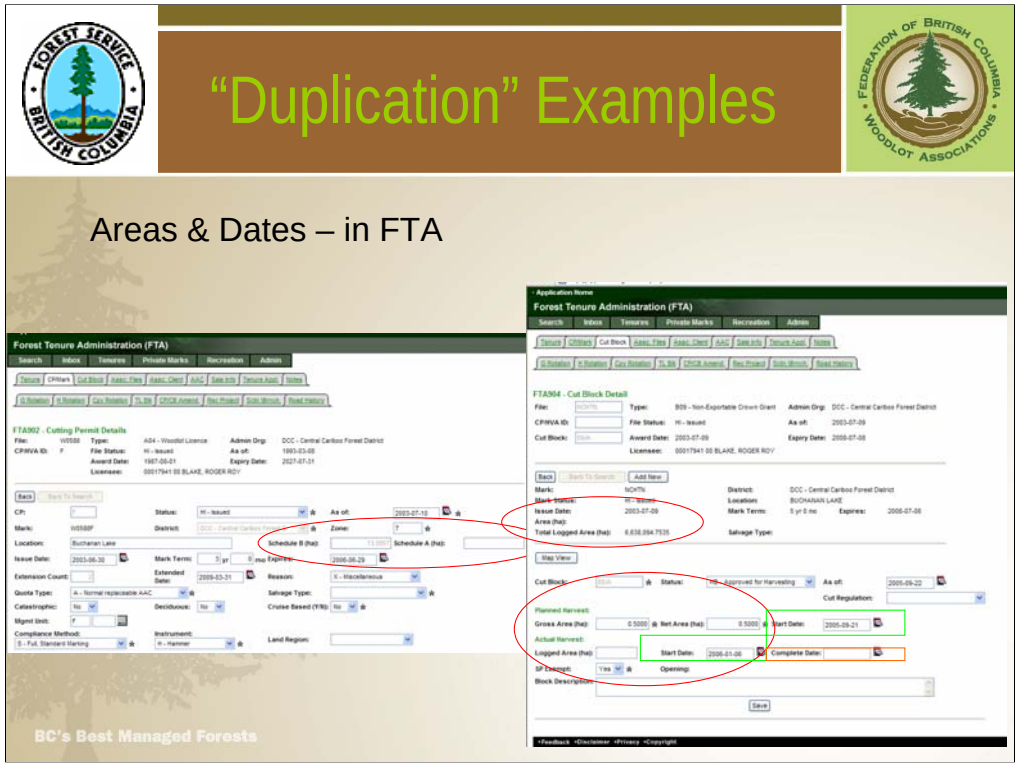
Unfortunately, efm is taking the brunt of the criticism even though much of the cause falls to inconsistencies between legislation, regulations, manuals, and systems. For example, FRPA legislation states that roads can be built under RP, CP, or the Woodlot Licence; while the Code indicates roads can be built under Road Permit or Cutting Permit; however, the CP template indicates that only in block roads can be built under CP. Also, there is no authority tool to build roads under a woodlot licence. Further frustrating is that the CP template keeps changing . . .



Here the latest Post CP template dated March 2008 which has apparently replaced the corrected version that had been posted in Feb 2008 – with no reference to "forest stewardship plans". Similarly, the Pre CP template has also been changed and is now incorrect since it references "forest development plans" only. The problem with these is that "Pre" and "Post" refer to the Woodlot Licence Anniversary date and have nothing to do with whether the cutting permit is Code or FRPA.



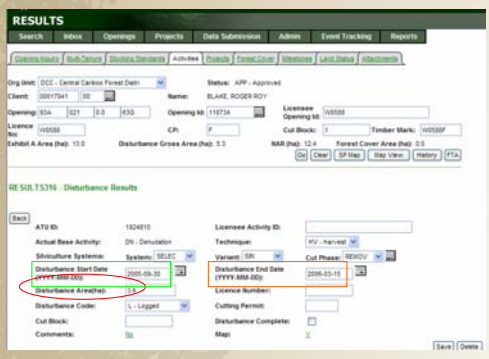
Another huge inconsistency is the submission of stocking standards into RESULTS. Woodlots have been operating under different rules since at least 1998 when the WLFMR under FPC no longer required woodlot licensees to submit silviculture prescriptions. Instead woodlot licensees were required to submit, for district manager approval, a woodlot licence site plan with reduced information requirements but included stocking standards as defined in Table A or B of Schedule 1. These woodlot site plans were in existence long before the current "stocking standards regime ids" and "site plans" were developed for majors. The submission of stocking standards into RESULTS, including regime ids and approval dates are totally geared to this change for the majors and does not take into account the fact that woodlot site plans under the Code and pre-harvest mapping requirements under FRPA are different. Much of the Business Process mapping for the opening definition could be perceivably eliminated if RESULTS was adjusted to reflect these differences. Some licensees will continue to operate under FPC for up to another 10 years so RESULTS Woodlot Guide also needs adjusting since it only references Stocking Standard Regime Ids as the way to submit stocking standards.

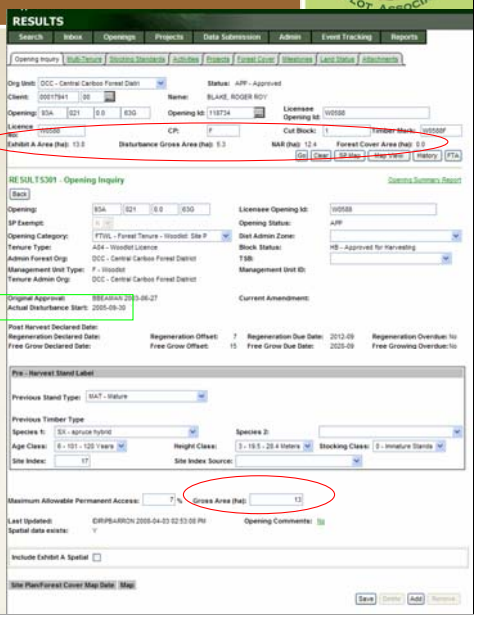


One of the key concerns by licensees and ministry staff has been the duplication of data entry. We found that much of this duplication appears to be "perceived duplication"; however, we again felt that the experts need to review fields such as area and dates which appear to be duplicates . Some examples from FTA, RESULTS and WASTE are shown in the next few slides. Red ovals indicate "areas", green rectangles indicate "start dates" and orange rectangles indicate "end dates".

“Duplication” Examples

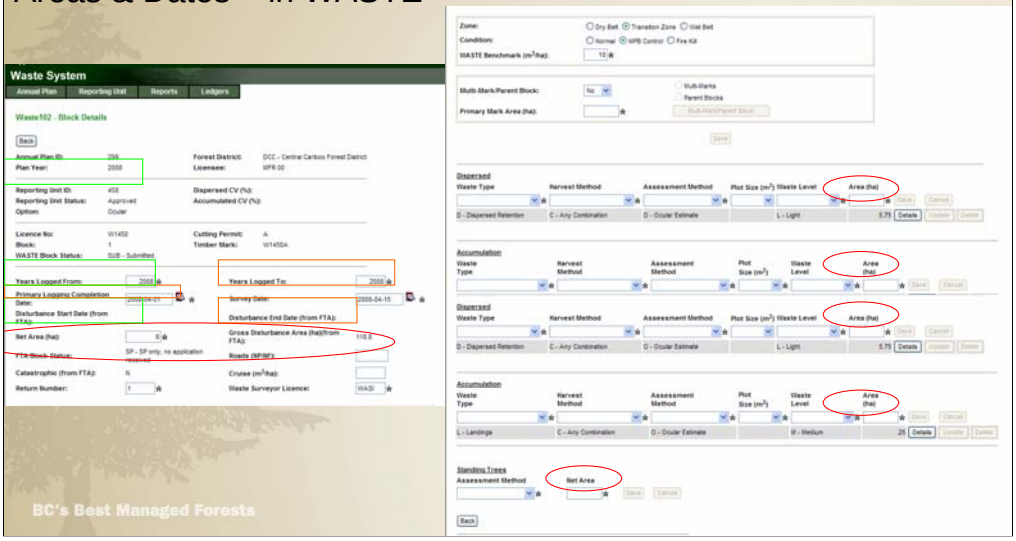
Areas & Dates – in RESULTS





“Duplication” Examples

Areas & Dates – in WASTE



These fields of “area”, “start dates” and “end dates” also appear in CIMS and ECAS but I didn’t have access to those to make printscreens.

Had over 50 issues identified. The top ten are based on the broad group's submission of their priorities.

Major changes – include requirement for Previous Stand Type in RESULTS and Timbermark Designate change

Had over 120 recommendations identified and found that they fell into six themes

1. One size does not fit all in this case --- need more focus on clients rather than simply collecting data
2. Review all issues, inconsistencies, perceived duplications, definitions, and justify all information required – is it essential, what is it used for?
3. Many issues still exist with old spatial & attribute data in both FTA & RESULTS despite clean up efforts over the past years. Now that woodlots have the option to "include Exhibit A spatial" in RESULTS which then feeds VRIMS, correct spatial in FTA is critical – otherwise free growing forest cover information may be rejected by Inventory staff if they deem it to be +/-20 m off of orthophotos.
4. Prior to this year, very little training for woodlots in the systems. Training needs to not only show how to use the systems but also what's expected to be recorded in each field.
5. To ensure data integrity, need a full time position to liaise between all levels, to remind decision makers/designers about the differences of woodlots, and to perform audits
6. Again, to ensure data integrity, knowing someone's watching makes people pay more attention to what they are doing plus reviewing someone's practices enables individual training by explaining what may be incorrect.

Numbers in brackets reference the Recommendation # on Draft Recommendations Table sent out for review on June 4, 2008.

5. Built for professionals to use who understand the terminology. Also question whether Annual Plan is really necessary.

Long Term
2 to 5 years

TOP THREE

- Tenure Recognition across all systems (#107 + #108)
- Easier movement between applications (#104)
- Interactive business process maps (#109)

Essential Culture Shifts

TOP FOUR ("ongoing" recommendations)

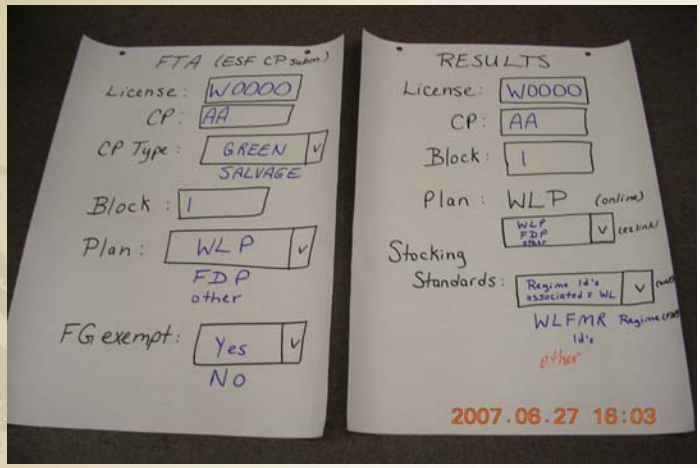
- Recognition of woodlot differences at planning stage of business/system changes (#124)
- Use of business process maps as big picture lens to assess impacts of new initiatives/legislation/changes (#115)
- Knowledge sharing through provincial calls/AGMs (#121)
- Woodlot business/systems coordinator/liaison (#125)

Improvement Examples

1. Tenure Recognition
2. Permit Salvage Code
3. FG Exempt checkbox field
4. FDP/WLP checkbox field
5. Single MFR e-application request form
6. One Simple Portal

Improvement Examples (#1, 2, 3, 4)

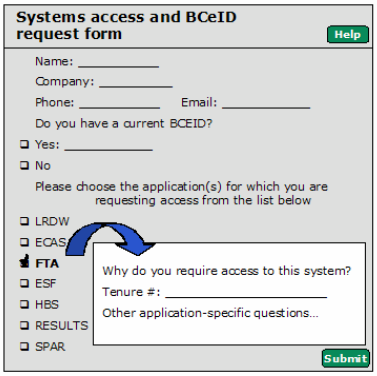
Go to Flipcharts



Improvement Example
One single "form" (#5)

Information Access Proposal #4
Streamlined User Access Cont'd

- Consolidate and simplify access protocols for required data and systems
- Consider a single application procedure which grants access to all required data and systems



Improvement Example
One Simple Portal (#6)

Improvement Example vs Info Site

BC's Best Managed Forests

Improvement Example

Requested Reports

HBS: Automatic cut control statements

FTA: BSP Cutblock application date
(to tell when RESULTS submission should occur)

FTA: Area, AAC & replacement date

RESULTS: Obligations Summary for all openings/woodlot
(harvest start, survey(s) reported, regen/FG dates & declaration dates)

RESULTS: Annual report completion

Resource Requirements

Staff

- Short Term
  - 1 full time position for the implementation of ..
- Mid Term to Ongoing
  - 2 full time positions for…

Budget

- Training $
- Tool Development $

Add note here

Over the years, I've written several emails to several different people, many in this room asking questions or suggesting changes with little response. I took this temporary assignment hoping to be able to help people better understand the differences that exist in woodlots. I believe we've made some progress but just thought I'd read a few bits from some of those emails as they still ring true today and many show up in the recommendations we just reviewed.

May 2004 – Harvest Billing System – Being able to only select one year of billing information is inconvenient for woodlots as they are on a 5 year cut control period. It would be nice to be able to run a report for up to at least 5 years so that 5 separate reports do not have to be generated (one for each of the five years)

Oct 2004 – Are there enough qualified service providers in the more rural areas to accommodate the number of licensees who will require this service (roughly 250 woodlots from Prince George down to 100 Mile)?

Jan 2005 – Systems set up does not match legislation (eg. traversed blocks for beetle harvest not required until 3 years after harvest)

Jan 2005 – One major concern with the decisions coming out of branches and regions is the lack of follow through with working implementation tools. Even though we have created a more efficient woodlot cp issuance process, I believe on of our key requirements – the cp template – is still not functional. If a functional template existed, then our process could be even more efficient. I would also like to reiterate just how much the decisions at branch and/or region can snowball when they get to our district level of business. Every time an individual branch decision is made without consulting the other "affected" programs, we are often having to revisit or start from scratch again.

In conclusion, these are the 5 key messages.

Seemingly simple things can be extremely frustrating and an immediate turn off if people are unaware

Eg. Silviculture code definitions in RESULTS – can't back out

Having to put /BCeid in front of username

Not understanding that once have BCeid, don't have access to MFR info

As demonstrated earlier in slide show, past initiatives have occurred with great ideas and recommendations; however, many of these suggestions have not been implemented so we hope our vision of a simplified woodlot world will get implemented because READ SLIDE

Thank you for your time and attention.